

## “If Disney Ran” our Office: ...things we should do differently

(The Disney Approach to Quality Service)

Our Strategy to Patient Care must Value what our Patients (Customers) Want....

➤ ***This is how we need to work going forward:***

**S**ense People's needs before they ask (Initiative)

**H**elp each other out (Teamwork)

**A**cknowledge People's Feelings (Empathy)

**R**espect the Dignity and Privacy of everyone (Courtesy)

**E**xplain what's happening (Communication)

*“...The single most important need for a patient is ‘assurance’.”* This means we need to communicate and work together, but first of all actively listen to their concerns.

*“Patients judge their experience by the way they are treated as a person”,* not by the way we treat their shoulder problem.

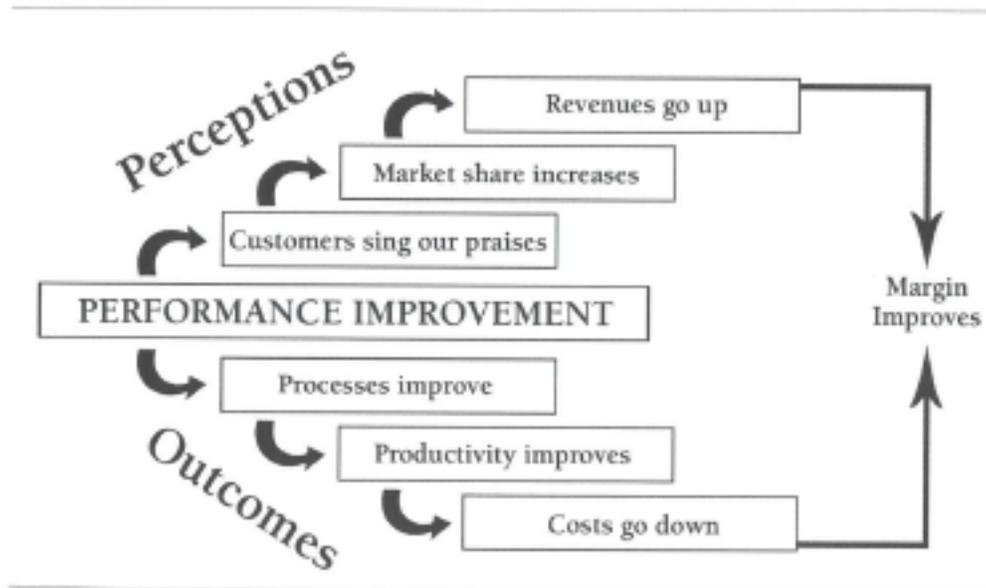
The Top drivers of patient satisfaction (according to Press Ganey) are...

1. How well staff worked together in caring for you
2. Staff Cheerfulness
3. Staff response to concerns and complaints
4. Amount of attention paid to their needs
5. Staff sensitivity to inconvenience of the office visit (the delay)
6. Staff communication to keep them informed
7. Friendliness

The key is that we **anticipate their needs and be helpful.**

There is a difference between the patient’s perceptions and the outcome of their care. They always assume a good outcome but they are disappointed or delighted by their perception of their experience.

Figure 1.2: The Economic Impact of Performance Improvement



Impressions are always more valued by patients than are efficiency processes...even though we want to be as efficient as possible.

Figure 1.3: Improving Outcomes and Perceptions

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To Improve...	
Outcomes	Perceptions
Focus on team responsibility	Focus on personal responsibility
Map and study processes	Take action on information—just do it
Understand process variation	Understand patient perceptions
Improve staff competence & skills	Improve staff behaviors & attitudes
Stress what people should be doing	Stress what people should be saying
Seek measurable results	Seek to impact impressions
“Zero defects” thinking	“Best possible” thinking
Eliminate carelessness	Eliminate avoidance

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To improve OUTCOMES we (I) need to focus on what we do: I have to be a better surgeon. You have to be a better team member when it comes to patient experience. We need to use the word “experience” not “service”.

To improve the impression our patients have of us, *it is not what we say but how we say it, and then what we do that makes the difference.*

“Rudeness is not the enemy of courtesy. A patient’s perception of a ‘lack of cheerfulness, friendliness and caring’ is the poison that leads to patient dissatisfaction.”

Our culture should be (like Disney) ***“aggressively friendly”***.

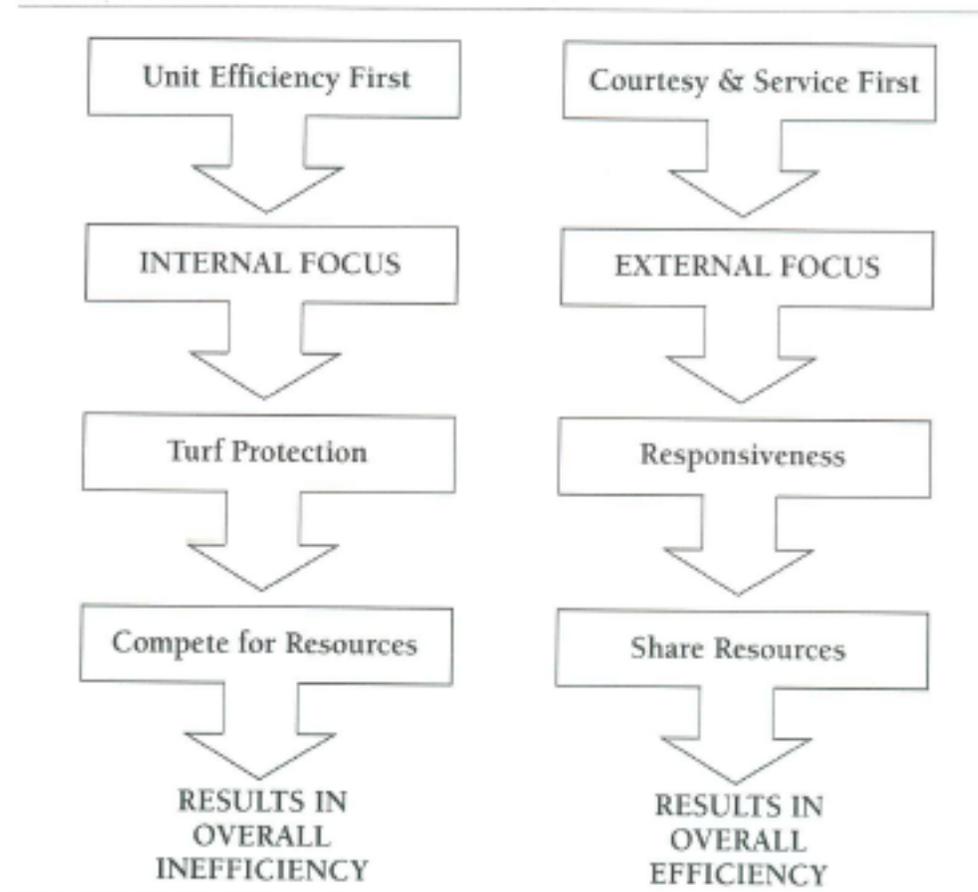
Don’t focus on complaints...lack of complaint may mean a satisfied patient but it does not lead to patient loyalty. Patients will remember what you do for them and how you do it as the distinguishing element of their office visit.

***“Make courtesy more important than efficiency”***. If courtesy is a priority then problems with efficiency will be less important.

Take a personal responsibility for the patient’s experience: “Accountability drives structure and structure drives culture.” We need to work together to communicate from the front office to back, and visa versa, in order to help our patients during their visit.

## ***The Efficiency vs. Courtesy Paradox:***

Figure 2.1: The Efficiency/Courtesy Paradox



***“Patient Satisfaction is Fools Gold”:*** The difference between “satisfaction” and “loyalty” is the difference between a grade of 4 and 5 on a 0-5 customer survey of satisfaction. The key measure is “How likely are you to recommend this doctor and practice to a friend or family member.” The answer must be a 5 out of 5 and that is termed “loyalty”. Even Disney only gets about 60% 5 out of 5. This is what we shot for in Press-Ganey scores (CHAPS Surveys)

Patients will either remember something “bad” happened or something “good” happened. The good may be the way you treated them just as much as the outcome I gave them! They will remember your smile, your helpfulness.

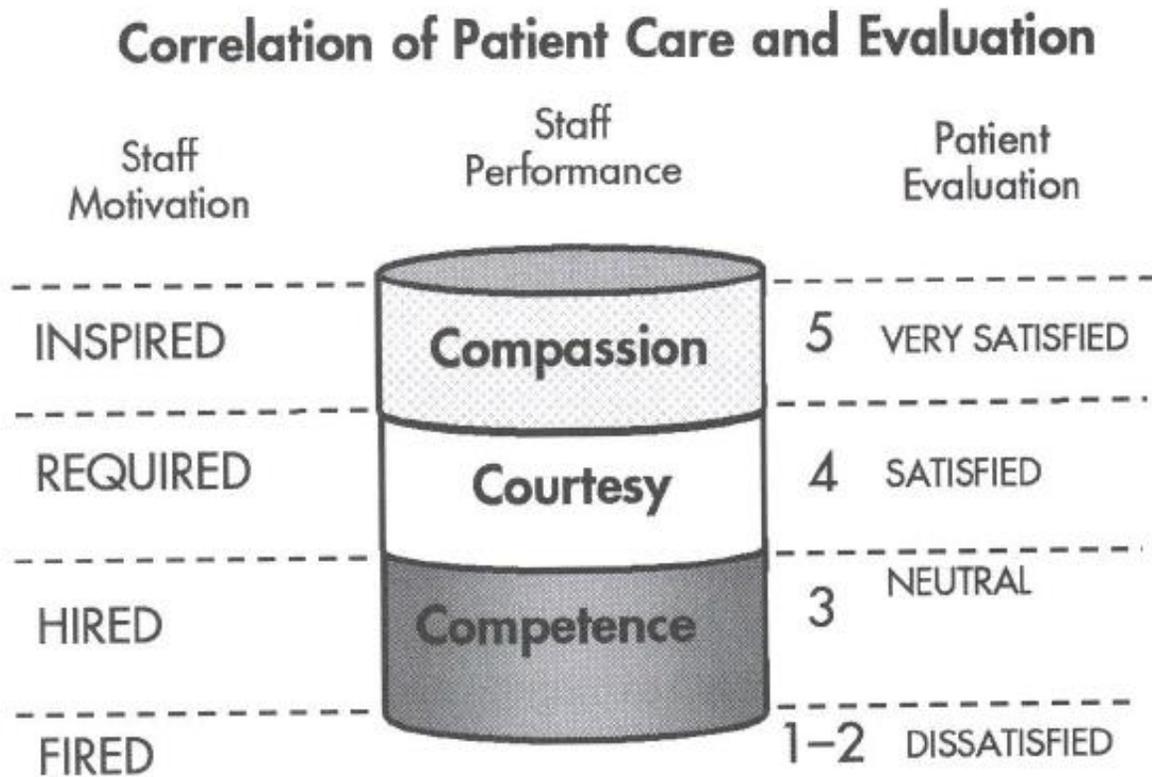
“For patients, Loyalty comes from compassion” ...we show them during their care and visit with us. “Loyalty is gained by showing more than simple courtesy”.

The most common synonyms used by the patient for "Compassion" are....

1. "Caring"
2. "Kindness"
3. "Helpfulness"
4. "Comforting"
5. "Attentive"

***THERE ARE THREE LEVELS OF CARING:***

Figure 3.1: Three Levels of Caring



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We have to constantly measure how we are doing....

Our Strategy is to “Measure to Improve not to Impress”.

1. **Discharge Phone calls:** We do this for all ambulatory patients but should extend this practice to all our patients. So after discharge from the hospital they need to be called the following day. Either the Fellow(s) or I will do this. When we have a P.A. on the team it will be her (his) responsibility as well. It gives us the opportunity to anticipate their needs and avoid problems we might be made aware of only after the patient has a delay.
2. **All messages from patients** must be communicated to an M.D. in a timely fashion. This means that either the Fellow or I are made aware, preferably by phone or page, if necessary.
3. We need to find ways to empower all of us to “say yes” to patients so that we can decentralize the less complicated issues. This makes us all team players and gives us ownership in the patient’s experience.
4. We need to **go out of our way to help patients with access to needed services outside our office** (we already do this to a large extent). This means we help with appointments and scheduling and follow-up for all patients. That includes me as much as all members of the office.
5. We need to **regularly meet as a staff** and meet individually as well. We need to look for ways to improve our process every day and share them with an open mind.
6. **Mentorship:** I need to meet with everyone individually and on a regular basis in order to help them with their job growth and to mentor their professional growth in this office.
7. **We need to be “spontaneous” in solving problems** for our patients....be proactive and helpful. “Spontaneity is defined as the ability of frontline employees to solve problems spontaneously on the spot.”
8. **We need to seek feedback from patients** and look for ways to improve the experience: How do we help their wait when I am behind? How do we help their overall experience? How do we offer something for the inconvenience? (Parking Vouchers; Complementary coffee food, etc)

“Disney World is not a service...it’s an experience.” We need to **think about the patient experience** during their care. This means being aware that the patient must be “**engaged on an emotional, physical, intellectual and spiritual**” level.



***The best person in customer service is someone who is “happy and smart”. I need to help you be both.***

There are Four Levels of Motivation in your job:

1. Compliance: This is doing what your job duties and supervisor say you must do to fulfill your obligation in your role on our service
2. Willpower: This is doing what you believe you should do to help our patients. People are more motivated by values than compliance, so I trust you value the responsibility to deliver the best experience for our patients. I do what I do for our patients because I take pride in my role as a team player in their care experience.
3. Imagination: This is more powerful than willpower. It is the ability to see how to improve things without being told what to do. It is rooted in your ability to have empathy for our patients. It is the ability to imagine what the patient is going through and then act with kindness, care and compassion. You can't fake this. ***Empathy diffuses anger! If you understand the patient's anger and frustration your empathy will keep them from the office of patient advocacy.***
  - a. Remember the acronym: LAST:
    - i. ***Listen***
    - ii. ***Apologize***
    - iii. ***Solve the problem***
    - iv. ***Thank the patient***
4. Habit: This is what we do naturally without thinking. Another word for this is talent.

"If necessity is the mother of invention then dissatisfaction must be the father of improvement". "Complacency is the adversary of excellence." ....

***WE CAN DO BETTER IN PROVIDING CARE AND EXPERIENCE FOR OUR PATIENTS!***

Each of us needs to accept input. I and our administrator need to be like a coach rather than a critic. But all great players need a coach to tell them how to improve not how good or badly they perform.

We need to measure our performance and post it for all to see. Then we need to work to improve it.

***Ask yourself these questions:***

***...About Teamwork:***

1. I want to work for a manager  
who...\_\_\_\_\_
2. I want to work with coworkers  
who...\_\_\_\_\_

*...About Passion:*

1. I enjoy my work  
when...\_\_\_\_\_
2. I wish there was  
less...\_\_\_\_\_
3. I wish there was  
more...\_\_\_\_\_
4. When I am not at  
work...\_\_\_\_\_

